



Public Service Human Resources
Management Agency of Canada

Agence de gestion des ressources humaines
de la fonction publique du Canada



ANNUAL REVIEW ON OFFICIAL LANGUAGES 2005-2006

Quantitative Review

Prepared by:

National Capital Commission (NCC)



SPECIAL INSTRUCTIONS FOR QUANTITATIVE REVIEWS

In the wake of the government's efforts to improve its management practices, and in an effort to align the process regarding the principles for strengthening public-sector management contained in *Management in the Government of Canada: A Commitment to Continuous Improvement*, the Official Languages Branch (OLB) of the Public Service Human Resources Management Agency of Canada (PSHRMAC) has adopted a monitoring model involving three types of reviews (full, targeted and quantitative) in order to better identify the institutions that are experiencing difficulties.

Given that your institution has submitted at least one full review during the past five years and that it does not seem to have any specific problems—or, at least, any problems identified are being properly resolved—it was decided that this year you should submit a quantitative review.

Please complete this quantitative review report using the *Guide for the Preparation of the Annual Review on Official Languages 2005-2006*, referring in particular to the sections and items indicated in this report. **If Treasury Board is the employer for your institution**, please verify the enclosed statistical appendices and, where necessary, make the necessary corrections in the computer systems before March 31, 2006. **If Treasury Board is not the employer for your institution**, please complete the enclosed Official Languages Information System (OLIS II) statistical appendices and attach them to your review.

It should be noted that any institution could be required to defend its official languages performance before a parliamentary committee. Therefore, we strongly encourage you to use the new and entire *Self-Assessment Grid on the Implementation of the Official Languages Program*, located on the OLLO Web site (http://www.hrma-agrh.gc.ca/ollo/index-sm_e.asp or http://publiservice.hrma-agrh.gc.ca/ollo/index-sm_e.asp), to assess your achievement of results relating to the monitoring and reporting requirements contained in Treasury Board policies.



Quantitative Review Report

1.1 *Costs of language training (refer to section 2.4 of the Guide for the Preparation of the Annual Review on Official Languages)*

- [Targeted Objectives](#) The institution has the necessary mechanisms to capture data on the costs of language training.

1.1.1 Activities carried out in 2005-2006

The National Capital Commission (NCC) makes a constant effort and takes concrete measures to create and maintain a work environment conducive to the use of both official languages.

Language training

Work continues to unfold on an ongoing basis in the implementation of the recommendations of the Language of Work Survey conducted in 2002-03. In addition, the Language of Work Survey will be conducted again in 2006-07, and will subsequently be repeated on a 3-year cycle.

Employees (supervisory and non-supervisory) requiring language training underwent an assessment in order for the NCC to have a more accurate determination of the number of hours of language training required for each employee. A contract was put in place in January 2005. Initially, 15 employees undertook language training:

- 1 EX currently on part-time language training
- 4 employees (Rideau Hall) currently on part-time language training on-site
- 3 employees (40 Elgin) have since completed their full-time language training, one-on-one, at supplier's site; one employee has since completed her part-time language training, one-on-one, on-site
- Two groups (40 Elgin) on part-time language training:
 - Beginner = 4 employees (on-site)
 - Intermediate = 2 employees (supplier's site) (*Note: both employees have since completed their language training*)

Of the total number of supervisors required to be bilingual, 91% are qualified to carry out their duties in both official languages. (*Note: as at March 31, 2006 an additional three supervisors meet their linguistic requirements as a result of the successful completion of language training*).

NCC spent the following amounts (approximately) on language training in 2005-2006:

- \$ 11,000 for part-time language training (one-on-one) for 1 EX employee
- \$ 86,000 for part-time language training (in groups) for a total of 10 employees
- \$ 36,000 for full-time language training (one-on-one) for 3 employees
- \$ 2,200 for part-time language training (one-on-one) for 1 employee

With respect to the availability and accessibility of language training, for the third year in a row, on-site language training sessions (oral interaction) are available for employees during lunch-time, which is proving to be very popular and well received by the participants. This training is available to all employees who are interested in improving their second language abilities, regardless of proficiency (A, B or C level) and there are no linkages to their current position linguistic profile. NCC spent approximately \$12,000 on lunch-time language training for about 30 employees in 2005-2006.

1.1.2 Activities planned for 2006-2007

The language training for employees who need to attain the linguistic requirements of their positions will continue. Eight employees will continue their language training on a part-time basis (group); four at 40 Elgin and four at Rideau Hall.

Likewise, lunch-time language training will continue to be made available and accessible to employees.

1.2 **Good Practices related to Official Languages**

- Targeted Objectives The institution provides official languages good practices.

1.2.1 Governance of the Official Languages Program

- *Leadership (refer to item 1.1.3 of the Guide)*

Leon Leadership Award

In May 2005, NCC Chairman Marcel Beaudry was selected as the recipient of the Leon Leadership Award by Dyane Adam, Commissioner of Official Languages. This award pays tribute to the head of a federal institution who has shown distinguished leadership in promoting linguistic duality and implementing the official languages program in the institution.

Mr. Beaudry uses every opportunity to set an example in promoting the use and advancement of both official languages, not only at the NCC, but throughout his entire career.

Official Languages Champion

The Official Languages Champion reports to the Executive Vice-President and Chief Operating Officer of the NCC and is a member of Executive Management Committee (EMC). The Official Languages Coordinator participates in the official languages discussions of EMC. Official languages issues are integrated into daily management activities of each responsibility centre and the Chairman takes a real interest in official languages. Furthermore, the Official Languages Champion plays an active role in the administration of the official languages program at the NCC as well as participates on a regular basis in the meetings of the network of Official Languages Champions.

Submissions to EMC

A checklist exists that must be followed for any submission to EMC. One of the items under Human Resources considerations is that managers must consider is the official languages implications of the submission. Specifically, managers should address the following questions before making the submission: 1) "Are there any official languages issues in this submission, be it service to the public, language of work, supervision or other?" and 2) "In the case of a contractor, have the official languages obligations been clearly written into the request for proposal or the service contract?"

Social Presence

As an organization working in the region, the NCC is proud to play an important role in promoting both official languages in its business dealings with partners, community leaders and residents. It ensures that its web site, all publications, promotions, public notices, publicity and calls for submission are available in both English and French. All public meetings are conducted in both official languages, on both sides of the Ottawa River, and all properties and activity sites are equipped with bilingual signage.

Leadership among Municipalities and Business People

The NCC plays a lead role in collaborating with municipal administrations to promote the important issue of linguistic duality in Canada's Capital Region, which can serve as an example for the entire country. In March 2003, the Chairman requested that a presentation be made to the Tripartite Committee (NCC, Gatineau, Ottawa) to propose suggestions for collaboration in promoting linguistic duality in Canada's Capital Region. These suggestions have emphasized the cultural and economic wealth linked to the provision of services in both official languages.

Special Study Conducted by Commissioner of Official Languages

Further to the follow-up on the February 2004 study on leases entitled *FOR RENT: In Search of Bilingual Services from Businesses in NCR Federal Buildings*, the NCC was pleased that the Official Languages Commissioner noted that availability of services has improved among NCC tenants. As the Commissioner emphasized in her report, Quebec businesses that lease premises from the NCC have a near-perfect score for in-person and telephone services, as well as written documentation. In Ontario, there has been an improvement since 2003 in the availability of services in French and bilingual materials, with the most marked improvement noted in internal signage and promotional material.

The NCC will continue its efforts to increase the number of businesses in compliance with linguistic requirements. Mr. Beaudry is aware that the availability of services in both official languages is still insufficient in Ontario. We need to intensify our efforts in this area to further encourage our tenants to provide services in both official languages.

The NCC will continue to show leadership by collaborating with the Department of Public Works and Government Services Canada, the Department of Canadian Heritage, and Gatineau and Ottawa municipal governments to actively promote the bilingual nature of the NCR in the business community.

In addition, the NCC participates in the City of Ottawa *Business Assistance Project*, which assists businesses wishing to improve client services in French and English by providing them with practical tools. The elements of our action plan are as follows:

- Ensure that NCC leases contain clauses clearly indicating tenants' obligations regarding official languages.
- Establish and implement incentive, penalty or enforcement measures that are practical and acceptable in this activity sector.
- Ensure that the process used for a new lease and lease renewal includes a discussion on the tenant's obligations regarding official languages.
- Manage a monitoring program to regularly evaluate conformity with lease obligations.
- Communicate with tenants to address lease obligation and non-conformity issues.
- Provide tenants with tools and assistance to enable them to fulfill their obligations and increase their awareness.

The NCC continues to require that merchants operating in its premises provide services in both official languages and therefore post bilingual signs. Monitoring of this subject is carried out on site visits. Minto Properties Ltd. is responsible for enforcing the terms of the NCC's commercial leases. Since June 2004, Minto has tightened verification mechanisms at our request. The information supplied by this company shows continued improvement in this area and a number of reminders have already been sent to tenants who were failing to comply fully with the terms of their lease.

- *Information Management (refer to item 1.2.4 of the Guide)*

The language of preference data is information captured in our Human Resources Information System (PeopleSoft) when new employees are taken on strength, and forms a basis for analysis when discussing and addressing issues of language of work.

The NCC regularly updates its institutional information system on official languages. The Official Languages Information System (OLIS II) tables, duly completed, are attached to this Annual Review.

In addition, the NCC regularly updates the Burolis so that it reflects the application of the *Official Languages (Communications with and Services to the Public) Regulations*.

1.2.2 Implementation of the Official Languages Program

- *Communications with and Services to the Public in both Official Languages (refer to item 2.1.6 of the Guide)*

Meeting Place for Canadians

In creating a meeting place for all Canadians, the NCC presents the Capital Region to visitors as a place to experience Canadian heritage, culture and achievements through varied services, events and programs, in support of the Canadian identity. Our public programs and services are not simply offered in both official languages but are designed to reflect the cultural diversity and linguistic uniqueness of our region and of our country.

The NCC is a leader in providing service to the public in both official languages. The Capital InfoCentre, the Capital Contact Centre and the Gatineau Park Visitor Centre (and sites) continue to be models of exceptional visitor service in both official languages. **(Note: Canada and the World Pavilion ceased its operations in October 2005).**

Official Languages Complaints

As a general rule, the NCC receives very few official languages complaints. There is a procedure for handling official languages complaints. The Official Languages Coordinator follows up on complaints; managers must analyse the complaints and propose corrective action. In 2005-2006, one outstanding complaint was resolved while another (different) complaint was received and resolved.

According to observations of in-person service made by the Office of the Commissioner of Official Languages (OCOL) in the fall of 2005, active visual offer was present in 71% of cases; active offer was made by staff in 43% of the cases, while service in the language of the linguistic minority was adequate in 100% of cases. In addition, active offer of service by staff or by an automated system was made in 100% of cases; while service in the language of the linguistic minority was adequate in 100% of cases.

Third Parties

The NCC ensures performance and compliance with respect to its obligations to provide services to the public in both official languages including any concessionaires, entrepreneurs, and land maintenance corporations who provide a service on its behalf. Contracts with third parties contain a standard clause on bilingual services and on active offer. Minto Properties Limited is responsible for enforcing the language clause in leases on behalf of the NCC. In addition, the NCC conducts annual inspections as a means of monitoring.

Official Languages Obligations

Employees are informed of their obligations with regard to service to the public during the new employee orientation program. More specific briefing sessions are also offered to middle managers and to all employees (supervisor's role, active offer, etc.). Employees at our bilingual points of services are also encouraged to wear a pin indicating that they can provide services to the public in both official languages.

Public Feedback

The NCC uses comments it receives from the public during events for which it is responsible, such as the use of both official languages during Canada Day celebrations, as continuous improvement. There are also periodic surveys to measure the public's satisfaction.

- *Language of Work (refer to item 2.2.6 of the Guide)*

Monitoring

EMC monitors closely official languages at the NCC, and examines the situation as part of its annual review of Human Resources:

- In June 2005, it was reported that in spite of a greater representation of Francophones (54%) compared to Anglophones (46%), the language of preference remains somewhat higher for English (52%) as compared to French (48%). This enables EMC to better understand the challenge we face in encouraging employees to use the official language of their choice in the workplace as well as the equitable participation of Anglophones and Francophones. It is worth highlighting that the organization undertook measures to provide language training over a year ago to address the issue of the bilingual capacity of the supervisory group, in an effort to address the use of both official languages in the workplace.
- In September 2005, as part of its retreat of Human Resources, EMC examined the issue of succession management and the projected impacts of upcoming retirements of employees. Part of this analysis included a discussion of the impact on the representation of Anglophones and Francophones at the NCC, and the effect this may have on their equitable participation in the workplace.
- There is a conscious effort made at all times to balance the use of both official languages at meetings of EMC.
- Employees are encouraged to make presentations in the official language of their choice to meetings of EMC and the Board of Directors.
- Significant breakthroughs have been achieved with regards to language training, resulting in a greater number of employees (especially supervisors) who now meet the linguistic requirements of their positions.
- Some areas of the organization have implemented 'special days' where employees are encouraged to use their second official language in the workplace (ie meetings).
- The organization is currently surveying its employees with regards our corporate values – *respect*, *commitment* and *well-being*; the value of respect encompasses feeling at ease in using one's official language of choice in the workplace.
- Our Language of Work Survey will be repeated in 2006. The data we will obtain from the survey and the subsequent analysis of the results will prove to be very useful to the organization, in comparing itself to the results of the survey of 2003 and in measuring the progress achieved to date as a result of the implementation of the recommendations from three years ago.

- *Human Resources Management (refer to item 2.3.6 of the Guide)*

Official Languages Policy

In July 2005, EMC endorsed our new Official Languages Policy. It sets forth the manner in which the NCC applies the official languages policies and directives of the Government of Canada. In accordance with the *Official Languages Act (OLA)*, the NCC shall:

- ensure the delivery of quality services to the public through institutional bilingualism (Part IV of the OLA);
- create and maintain a work environment conducive to the use of both official languages (Part V);
- provide English- and French-speaking Canadians with equal opportunities for employment and advancement (Part VI); and
- support the development of official language minority communities (Part VII).

In addition to the Government of Canada's policies regarding services and communications with the public, the NCC is subject to and applies the following:

- *Official Languages Policy Framework*
- *Policy on Language of Work*
- *Policy on Official Languages for Human Resources Management*

The NCC applies the following government directives:

- Directive on the Linguistic Identification of Positions or Functions
- Directive on the Staffing of Bilingual Positions (*with the exception that the exclusion period for NCC is 30 months*)
- Bilingualism Bonus Directive

The NCC supports language training and learning retention for its employees to meet the language requirements of their positions and for agreed-upon career development objectives, although funding is not available to us as a separate employer.

Integrated Management Framework of our Human Resources

The NCC's *Integrated Management Framework of our Human Resources* does make official languages one of its fundamental values. It describes measures to promote the use of both official languages within the organization and in Canadian society. It deals, among other things, with the NCC's responsibilities with respect to official languages, language training, equitable participation and internal communications. Its contents were endorsed by EMC.

Accountability

In terms of accountability, there is a memorandum of understanding between the Official Languages Champion and the Chairman of the NCC. Performance appraisals of senior managers take into account human resources criteria, which include official languages. The Champion meets the Chairman and the COO on a regular basis to discuss official languages matters.

1.3 Audit of Active Offer and Service to the Public in Both Official Languages in British Columbia (Publication on the Web Site Scheduled for February 2006)

1.3.1 Activities Carried Out Following this Audit (refer to item 3.4 of the Guide)

Where appropriate, insert your information here.

Remember to attach the action plans resulting from this audit.

